

different cities of our country. «Lviv Chocolate Factory" produces special sweets for special people which are prepared to pay more for the first-rate chocolate.

In conclusion, there are advantages and disadvantages of niche marketing but certainly this strategy is a promising start for many new entrepreneurial projects. This model of marketing strategy gives a company a chance to become a leader in a narrow (not small!) niche of market and acquire regular clients who will become loyal friends.

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CORPORATE CULTURE IN RUSSIA

The definition of corporate culture came to Russia not that long time ago. For soviet people whose target was accomplishing of production plan such tool as a corporate culture didn't even exist. Since the collapse of Soviet Union western companies have gradually integrated into Russian economy. With this integration foreign companies brought some organizational tools, one of them was a corporate culture.

During the transition to the market economy most of Russian employers chased a short-time profit and didn't care about other aspects of running the business. That means that they didn't pay enough attention to internal environment and relationships among employees. At one point employers started to lose profit due to foreign competitors, who knew how to run business in a market economy. One of the reasons why did Western companies had success that time in Russia was proper usage of corporate culture.

Whether written as a mission statement, spoken or merely understood, corporate culture describes and governs the ways a company's owners and employees think, feel and act. Your own business's culture may be based on beliefs spelled out in your mission statement. It could consist in part of a corporate symbol, like the rainbow-colored apple that symbolizes Apple Computer. Whatever shape it takes, your corporate culture plays a big role in determining how well your business will do^[1].

In this article two different models of corporate culture are being overviewed. First one is Daniel Denison's model^[2], second one is David H. Maister's model^[3].

“Customer Focus” and “Quality of Relations” In these models some similarities can be found. For example are pretty close. Denison says that employees recognize the need to serve both internal & external customers and continually seek new and improved ways to meet customer expectations, Maister says employees let know our customers that we appreciate them as well employees do their best to satisfy customer needs and make deals in high standards. These statements are pretty similar and have same goals – to make customer satisfied, to find new ways to meet customer expectation. Or statements of Denison “Goals and Objectives” and Maister “Long-term Goals and Objectives” show that employer should set short-term and

long-term goals at the same time. Short-term goals help every employee see how his/her daily activities connect to the vision & the strategy. Long-term goals usually directed to save good relationships with customer, so he/she would recommend company to his/her friend, family mates and others. Then goes Denison's "Capability Development" and Maister's "Training and Development", both authors say that training and special courses are essential. It helps employees to get new skills; even if it is costly it will pay back in times. These analysis shows that Denison and Maister have some similar views on certain problems of corporate culture.

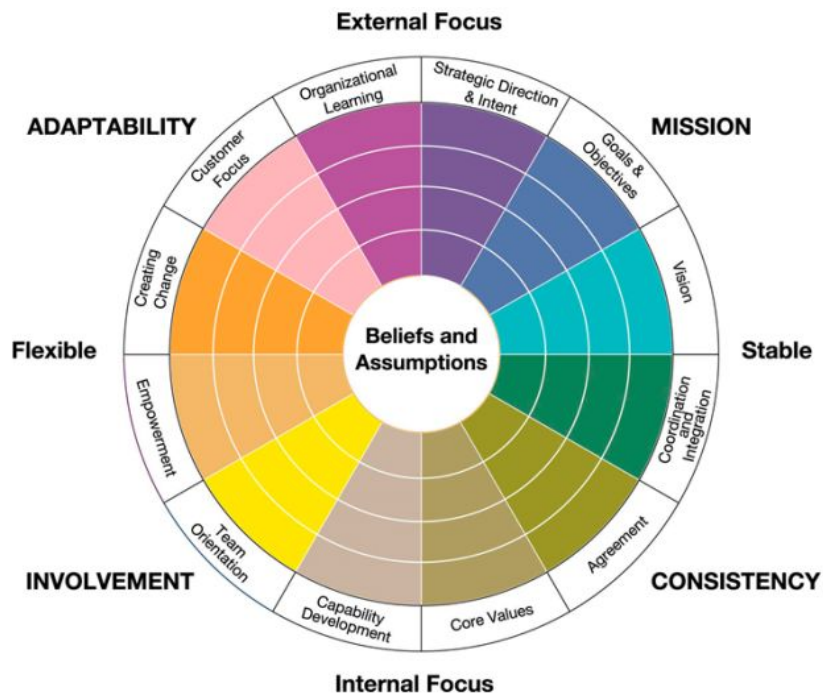


Fig. 1. Daniel Denison's model

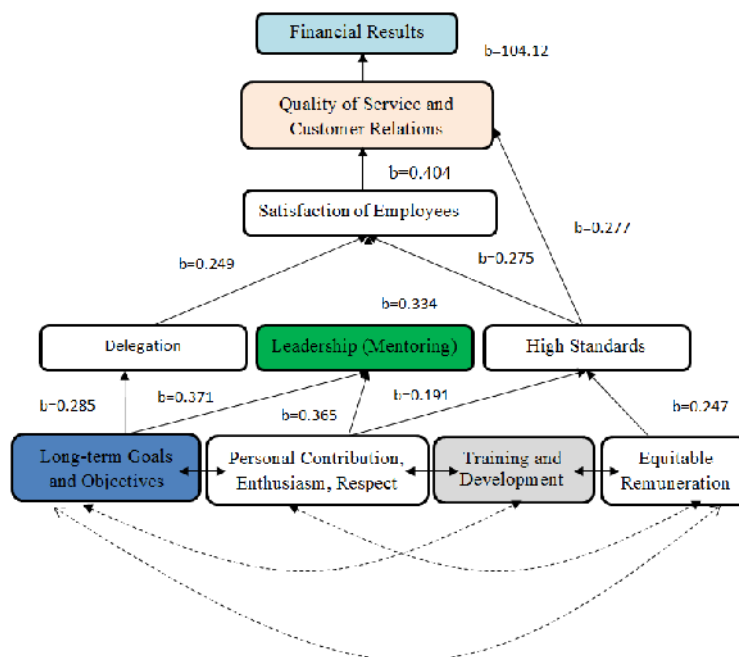


Fig. 2. David H. Maister model Service and Customer

Coming back to Russian market, these corporate culture tools described before allowed improving internal environment and relationships among employees in Russia. And this is very significant for company, because people would rather work for a company with good corporate culture and for less money, than with lack of corporate culture and for more money. This corporate culture tool integration admitted Russian employers to be able to compete with foreign companies. Actually they took their experience, changed it a little for Russian conditions, and now they are pretty stable on the market.

References:

- 1) Definition of Corporate Culture
www.entrepreneur.com/encyclopedia/corporate-culture
- 2) Denison's model www.denisonconsulting.com/model/organizational-culture
- 3) Practice What You Preach: What Managers Must Do to Create a High Achievement Culture Paperback – July 2, 2003 - by David H. Maister chapter 9 "Path to success".

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THE IMPORTANCE OF THE BUSINESS MODEL

A business model is a firm's plan or diagram for how it competes, uses its resources, structures its relationships, interfaces with customers, and creates value to sustain itself on the basis of the profits it earns.

In principle, a business model does not matter to customers; it is important to the company and the organization of its business. The business model determines the external relationships with suppliers, customers and partners. However, it is primarily focused on the company's business processes.

At the business model development stage, it is premature for a new venture to raise money, hire a lot of employees, establish partnerships or implement a marketing plan. A firm needs to have a business model in place before it can make additional substantive decisions.



Fig. 1